

**SECRET**

MEMORANDUM FOR: ADPC

SUBJECT: Psychological Strategy Board

1. I am attaching for your signature a memorandum for Mr. [REDACTED] <sup>25X1A</sup> who, as you know, was asked by Mr. Dulles to get together a proposal for the organization of the new Psychological Strategy Board.

2. Mr. [REDACTED] <sup>25X1A</sup> proposal, also attached, consisting of separate statements concerning the functions and organization of the Board and its Staff, and of problems and projects which the Board should take up under various priorities, seems weak in two main respects. First of all, the papers appear to have been drafted with the thought that the Board and its Staff will be concerned principally with PW (This is not surprising in view of the fact that the drafting group was made up almost entirely of PW people). Second, these papers reflect an intention that the Board and its Staff carry out a "coordinating" rather than an overall planning and directing function, with such coordination as necessary.

3. As I read the President's directive, he expected the Board to assume overall planning and directing responsibilities covering the entire range of our "cold" war activities - overt EW excepted. I think that these basic responsibilities must be provided for at the outset in any papers under which the Board's Staff is organized and the Board's agenda developed. Accordingly, at CPO's request [REDACTED] prepared the attached memorandum which points out these weaknesses and which recommends their correction through specific language changes. I recommend that you sign the memo and that a copy go to Mr. Dulles.

4. I also suggest, if you agree with the memo, that before transmitting it you call [REDACTED] and explain the importance which you attach to the issues covered by the memo. I suggest this in view of the considerable work done by the [REDACTED] drafting group before we entered the picture and the semi-final character of its draft.

25X1A. I also suggest that you authorize [REDACTED] <sup>25X1A</sup> to follow up with [REDACTED] and that you designate him your representative on the working group in its future work.

KILBOURNE JOHNSTON

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## ROUTING AND RECORD SHEET

**INSTRUCTIONS:** Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Routing and Record Sheet should be returned to Registry.

FROM:

NO.

DATE

C- PL/PS

5/28/51

TO	ROOM NO.	DATE		OFFICER'S INITIALS	COMMENTS
		REC'D	FWD'D		
1. C- PL					25X1A To [REDACTED]
2. CPO			29 May	RF	
3. PL/PS <del>DDAPE</del>					
4. <del>ADPC</del>					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					

I can't buy and accordingly decline to sign the memo to Baker which has been prepared for my signature. It might be okay, if there were one first go at the paper - but it is not. There is a lot of water already over the dam in the long earlier discussions - and it would be upsetting and inappropriate at this stage of the game for us to level such a comprehensive attack as the paper. It is my fault for not knowing how better show the OGC staff more regularly in attendance at these meetings - as there is now too little continuity in our observations. My

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*proposed meeting for the subject to be completed*  
arrange for Mr Sherman to go to see J. Reber and  
talk to him about his question - using if he  
likes his memo for a guide. I am certain that  
Mr Reber can reassure him on certain of his  
points of concern - and on others he will no doubt  
be able to prevail upon Mr Reber to take his  
points into account 25X1A